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[Insert Picture of Your Facility]

COVID-19 Recovery Tabletop Exercise

Situation Manual

[Insert Date]

Photo Courtesy of [insert source]

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

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Exercise Agenda

[Select One: In-Person Tabletop Exercise Format]

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	9:00 a.m.	Welcome, Participant Briefing, and Scenario Ground Truth Review
9:00 a.m.	10:00 a.m.	Module One – Short-Term Recovery
10:00 a.m.	10:10 a.m.	Break
10:10 a.m.	11:10 a.m.	Module Two – Intermediate Recovery
11:10 a.m.	11:20 a.m.	Break
11:20 a.m.	12:20 p.m.	Optional Module – Second Wave
12:20 p.m.	12:30 p.m.	Break
12:30 p.m.	1:30 p.m.	Module Three – Long-Term Recovery
1:30 p.m.	2:00 p.m.	Hot Wash
**All times are approximate*		

[Select One: Virtual Tabletop Exercise Format]

Day 1

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	9:00 a.m.	Welcome, Participant Briefing, and Scenario Ground Truth Review
9:00 a.m.	10:30 a.m.	Module One – Short-Term Recovery
10:30 a.m.	11:00 a.m.	Hot Wash
**All times are approximate*		

Day 2

Time	Start Time	Activity
7:45 a.m.	8:30 a.m.	Registration

Time	Start Time	Activity
8:30 a.m.	9:00 a.m.	Welcome, Participant Briefing, and Scenario Review
9:00 a.m.	10:30 a.m.	Module Two – Intermediate Recovery
10:30 a.m.	11:00 a.m.	Hot Wash
**All times are approximate*		

Day 3

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	9:00 a.m.	Welcome, Participant Briefing, and Scenario Review
9:00 a.m.	10:30 a.m.	Optional Module – Second Wave
10:30 a.m.	11:00 a.m.	Hot Wash
**All times are approximate*		

Day 4

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	9:00 a.m.	Welcome, Participant Briefing, and Scenario Review
9:00 a.m.	10:30 a.m.	Module Three – Long-Term Recovery
10:30 a.m.	11:00 a.m.	Hot Wash
**All times are approximate*		

Exercise Overview

Exercise Name	COVID-19 Recovery Tabletop Exercise (TTX)
Exercise Dates	[Indicate the start and end dates of the exercise]
Scope	This exercise is a TTX planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP).
Mission Area(s)	Mitigation, Response, and Recovery
Core Capabilities	Community Resilience; Economic Recovery; Infrastructure Systems; Long-Term Vulnerability Reduction; Planning; Operational Communications; Operational Coordination; Public Information and Warning; Risk and Disaster Resilience Assessment; Situational Assessment; [insert other core capabilities]
Objectives	**1.** Examine organizational recovery plans and the coordination of recovery operations across stakeholder groups. **2.** Discuss plans, policies, and procedures for continuity of operations and business continuity. **3.** Review organizational interdependencies with all critical infrastructure sectors, as defined in the National Infrastructure Protection Plan (NIPP). **4.** Assess procedures for information sharing, including internal communications, coordination between public and private sector partners, and public messaging. **5.** Identify organizational risk factors and assess thresholds related to risk tolerance. 6. [Insert additional exercise objectives as necessary]

Threat or Hazard	Coronavirus Disease 2019 (COVID-19) Pandemic
Scenario	An interactive, discussion-based exercise focused on short-term, intermediate, and long-term recovery in response to a pandemic. The scenario consists of three modules: Short-Term Recovery; Intermediate Recovery; and Long-Term Recovery.
Sponsor	[Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable]
Participating Organizations	[Insert a brief summary of the total number of participants and participation level (i.e., federal, state, local, tribal, non-governmental organizations (NGOs), private sector, and / or international agencies). Consider including the full list of participating agencies in Appendix A. Delete Appendix A if not required.]
Points of Contact	[Insert the name, title, agency, address, phone number, and email address of the primary exercise point of contact (POC)]

General Information

Exercise Objectives and Core Capabilities

The exercise objectives listed in Table 1 describe the expected outcomes from the TTX. These objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mitigation, response, and recovery mission areas. The objectives and aligned core capabilities are guided by organizational leadership (e.g. elected / appointed officials, board members, management) and selected by the Exercise Planning Team (EPT).

Exercise Objective	Core Capability
Examine organizational recovery plans and the coordination of recovery operations across stakeholder groups.	✓ Community Resilience ✓ Operational Coordination ✓ Planning ✓ Public Information and Warning ✓ Situational Assessment
Discuss plans, policies, and procedures for continuity of operations and business continuity.	✓ Community Resilience ✓ Long-Term Vulnerability Reduction ✓ Operational Coordination ✓ Planning
Review organizational interdependencies with all critical infrastructure sectors, as defined in the NIPP.	✓ Infrastructure Systems ✓ Long-Term Vulnerability Reduction ✓ Operational Coordination ✓ Planning ✓ Situational Assessment
Assess procedures for information sharing, including internal communications, coordination between public and private sector partners, and public messaging.	✓ Community Resilience ✓ Operational Communications ✓ Planning ✓ Public Information and Warning
Identify organizational risk factors and assess thresholds related to risk tolerance	✓ Economic Recovery ✓ Planning ✓ Risk and Disaster Resilience Assessment
[Insert additional objectives as necessary].	✓ [Insert additional core capabilities as necessary].

Table 1.—Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Types of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players:** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers:** Observers do not directly participate in the exercise; however, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators:** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members may also assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Data Collectors:** Data Collectors observe and record the discussions during the exercise, participate in data analysis, and draft the After-Action Report (AAR).
- **Evaluators:** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Exercise Structure

This TTX is comprised of three modules focusing on the phases of recovery to a global COVID-19 pandemic. An optional module addressing a second wave is included after Intermediate Recovery but can be placed according to EPT preference. Players will participate in the following module elements:

- Module One: Short-Term Recovery
- Module Two: Intermediate Recovery
- Optional Module: Second Wave
- Module Three: Long-Term Recovery

Each module begins with a scenario update that summarizes the key events occurring within that time period. A series of questions following the

scenario summary will guide the facilitated discussion of critical issues in each of the modules. Based on exercise priorities, time dedicated to each module will be managed by the facilitator.

Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- The situation updates, written material, and resources provided are the basis for discussion. There are no hidden materials or scenarios.
- Issue identification is not as valuable as suggestions and recommended actions that could improve mitigation, response, and recovery efforts. Problem-solving efforts should be the focus.

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and / or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise and should not allow these considerations to negatively affect their participation. During this exercise, the following apply:

- The scenario for this exercise is based on the COVID-19 pandemic, though concepts can be applied broadly for recovery planning.
- The exercise scenario is plausible, and events occur as they are presented.
- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- All players receive information at the same time.
- There are no "trick" questions.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities, capability targets, and critical tasks. Players will be asked

to complete a participant feedback form. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and then compiled into the AAR.

Virtual Tabletop Exercise Guidance

In the event that the exercise would need to be executed virtually, the Exercise Planning Team should ensure that all participants have access and are able to use the same virtual platform system (e.g., Microsoft Teams, Adobe Connect, Cisco WebEx, LiveStream Studio, Homeland Security Information Network [HSIN]).

Invitations should include verbiage that directs participants to the virtual platform system link, as well as additional instructions on what role they are expected to play. The Situation Manual and Feedback Form should both be attached to the invitation.

Additionally, the "Participant Roles and Responsibilities" section above will need to be adjusted for the updated conduct format. Multiple facilitators, moderators, and data collectors should be identified to ensure that the exercise can progress if technological issues are encountered. The recommended additions and modifications to the roles and suggested quantity of each are as follows:

- **Players:** Players will be encouraged to utilize their camera feed while participating in the exercise as they normally would, but will be able to mute their microphones, as necessary.
- **Observers:** Observers will not engage their cameras but are encouraged to use the chat function to provide questions and comments after each module, in addition to their duties outlined above. Observers should be allowed access to the exercise 15 minutes prior to conduct.
- **Facilitator (2):** Facilitators will be given a presenter role, alongside duties outlined above. Their camera feed should be pinned to the discussion focus area and the facilitator should provide the initial role call for all players.
- **Moderators (2):** Moderators are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions, and muting observer participants. Ideally, one moderator will allow access to outside organizations prior to conduct and control the chat box, while the other signs in participants and controls audio. Neither moderators should engage their cameras during the exercise.

- **Data Collectors (2):** Data collectors observe and record the discussions during the exercise, participate in data analysis, and draft the AAR.
- **Evaluators (2):** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Be aware that in hosting a virtual exercise, some limitations may need to be addressed, including connectivity issues, challenges with data collection, unfamiliarity with virtual platforms, and / or an inability to include external stakeholders. Most of these issues, however, can be addressed by examining capabilities and performing test runs with participants (not players or observers) prior to conduct.

Scenario Ground Truth

Date: [Insert]

Several months ago, the public was made aware of an emerging novel coronavirus known as SARS-CoV-2, and the subsequent disease it causes known as coronavirus 2019, or COVID-19, which could have catastrophic effects on daily life. Soon after, the virus spread across the globe and reached the United States through multiple vectors. As the illness spread throughout the country, the numbers of infected and deceased individuals reported in every state and territory increased exponentially.

Since then, the federal government has recommended a string of increasingly restrictive measures that state and local governments should take to limit the spread of the virus, such as limitations on mass gathering, social distancing policies, facial covering requirements, and stay-at-home orders. While these measures have been effective in slowing the rate of transmission, the side effect of disrupting most commercial activity overnight resulted in a massive surge in unemployment claims across the country, and significant disruption for businesses of all types and sizes.

State governments have taken the lead in community response to the ongoing crisis and have requested federal disaster declarations from the president to facilitate the engagement of federal resources, as well as activating their state emergency operations centers (EOCs). Individual localities have followed suit, activating their respective EOCs and relaying information on local impacts to the states to facilitate response and future recovery operations. New production capacity and distribution chains for medical equipment have alleviated initial shortages and the resulting rapid depletion of emergency stockpiles. [Optional: Insert any additional key details specific to your organization.]

Current reports of the economic impact to [Locality / State / Critical Infrastructure Sector] are grim with jobless claims of [Percent/Number] and financial losses estimated at [Dollars]. There have been disparate impacts across various demographic groups. Residents have been cooperating with social distancing policies and stay-at-home orders for the most part. Reduced use of public transportation, along with the massive decrease in commercial activity, is disrupting business operations for both small and large businesses, as well as creating revenue shortfalls for both local and state governments. Experts warn that these economic impacts could result in serious long-term consequences.

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Module One: Short-Term Recovery

Date: [Insert Date within Range (Notification + 1-3 months)[1]]

While response to the COVID-19 pandemic is ongoing, recovery and continuity efforts have already begun. As the rate of new infections and deaths declines, federal health officials recommend that individual states begin relaxing stay-at-home orders while still maintaining social distancing and limits on mass gatherings. Unemployment is high, and numerous citizens and local business owners are looking to their elected leaders for assistance. [Optional: Insert any key details specific to your industry / community.]

The federal government, in a bid to provide massive assistance and stimulus to re-start the economy, has set up numerous avenues for state and local governments, as well as business owners, to apply for financial loans and grants. The available financial assistance, however, is dissipating and will soon run out, similar to resources near the beginning of the pandemic. Fraudulent scams have caused allocation of financial assistance to slow, causing further financial worry, particularly as experts warn of the potential for a second wave in the coming months, even as the current wave continues.

As has been the case throughout the entire pandemic, modifications to policy and guidance due to the rapidly moving virus, along with misinformation broadcast through social media, has caused confusion among the population and fostered widespread distrust in both media sources and government.

Discussion Questions

1. At what stage in the incident would your organization initiate recovery operations?
   a. Who is responsible for making the decision?
   b. What factors are considered (e.g. economic, social, healthcare indicators)?
   c. What actions has your organization taken to date?
   d. How would / will your organization manage the transition from response to recovery?

[1] Planner Note: The date range provided is approximate. Select the timeframe that makes the most sense for your organization and the specific scenario that you intend to address.

2. Does your organization have a recovery plan and / or business continuity / continuity of operations plan?
   a. If so, when would you activate these plans?
   b. Do your plans include mechanisms for staged activation?
   c. If you have enacted your business continuity plans, how long will you maintain your current posture?
   d. Do these plans adequately address the current situation?
   e. If not, what issues / questions need to be addressed?
3. How does your organization establish priorities for recovery?
   a. What are your priorities at this stage of recovery?
   b. What initial recovery actions would your organization be taking?
4. What roles and responsibilities would your organizational leadership have in this timeframe?
5. What other public or private sector organizations or agencies (e.g. federal / state / local government, non-governmental organizations, businesses) would you coordinate with to assist in pandemic recovery?
6. How will you coordinate with your various stakeholders, including employees, investors, clients, and suppliers?
   a. Do you have a public information officer (PIO)?
   b. How would this coordination vary for different types of actions?
7. How are you managing the impact on your business operations?
   a. Are you able to maintain operations with alternate work plans (e.g., telework, devolution site, etc.)?
   b. Is your organization considered an essential business and permitted / expected to operate during emergency conditions?
   c. If your organization is classified as an essential business, what business practices (e.g., social distancing, teleworking, sanitation stations) would remain in place or be phased out?
   d. At what point would you consider your place of business safe to resume operations (e.g. medical screening, social distancing, public transportation to get to work, availability of personal protective equipment [PPE], if required)?
      i. What actions need to be taken before personnel can return?
      ii. Is this initiated by government directive, or is additional information required?

iii. What community indicators are you taking into consideration?

8. How are you managing the impacts on your workforce?
   a. Have you identified essential personnel for your core business and essential functions?
   b. Have you identified minimum staffing to maintain or reestablish your organization's core business functions?
   c. Have you had to consider / engage in workforce reduction? If so:
      i. Are there pre-existing mechanisms to rapidly re-engage laid off or furloughed employees?
      ii. How do you plan to reengage those employees as business resumes?
      iii. How have you coordinated those efforts to comply with federal and state business and worker assistance programs?
   d. How are you compensating for workforce depletion due to operational constraints (e.g., closure of nonessential businesses, stay-at-home orders)?
   e. How are you compensating for depletion of both temporary and permanent workforce due to death or illness?
   f. How are you compensating for depletion of both temporary and permanent workforce due to family care considerations?
   g. What are you doing to accommodate workers with childcare issues (e.g., schools and / or daycares have been shut down)?
   h. How are you handling employees who are not showing up for work due to fear of becoming ill or a need to take care of an ill family member?
   i. Do you have designated backups for key positions?
   j. How do you maintain a flexible and adaptable workforce?
      i. Do you offer cross-training for your employees?
   k. How would delays in replacing skilled workers impact your recovery timeline?
9. How are you managing the impacts of supply chain disruptions on your business?
   a. As the supply chain begins to recover, how is your business prioritized for available resources?
   b. What kind of contracts do you have in place with your vendors to address special circumstances (e.g., emergency declarations)?

c. Do they include provisions for addressing a significant disruption of services?

d. Has your organizational leadership reviewed existing insurance plans, including those addressing workers compensation, employer liability, commercial general liability protection, Directors and Officers Liability policies, and trade disruption policies?

10. How would your organization coordinate with local elected and appointed officials to organize support for stakeholders and other recovery activities?

a. Who is responsible for that coordination?

b. What role will the state and local EOCs play in this coordination?

c. Does your organization have a role in the EOC? If so, what role?

d. What limitations for providing support will remain due to the lingering threat of a new outbreak as stay-at-home, mass gathering, and social distancing policies are relaxed?

11. If your organization qualifies for federal assistance, how will you address the possible limitations due to high demand?

a. Does your organization have the resources to apply for federal assistance?

b. Can your organization implement your recovery and continuity plans without federal assistance?

12. How will you coordinate messaging as the pandemic environment continues to evolve?

a. Who is in charge of coordinating this messaging across communities?

i. How will rumors and misinformation be addressed?

b. Would a Joint Information Center (JIC) be established to manage media or social media inquiries?

c. Is your organization monitoring news or social media to stay aware of what is being reported about the pandemic?

d. How is the resumption of services being communicated to staff / personnel?

e. If not operating with full staff at the beginning, how are essential staff designated and how is this communicated?

13. What resources (e.g., mental and behavioral health, financial planning) are available to your employees and other stakeholders to deal with a pandemic event?

a. How do these services expand or contract as you move through the stages of recovery?

b. Are these all local programs or do you rely on state, federal, and non-profit programs as well?

14. How is your organization working at this stage to address vulnerability reduction?

15. What level of economic impact would be prohibitive for recovery in your organization or community?

16. What potential resource and capacity shortfalls were identified during the response?

17. What steps are you taking as you transition from short-term recovery to intermediate recovery?

Module Two: Intermediate Recovery

Date: [Insert Date within Range (Notification + 4-9 months)[2]]

Debate has arisen amongst stakeholders as to whether economic activity can resume with consensus yet to be found. Some states have organized regionally to assess the response implications of reopening their economies to address this federal priority. Meanwhile, other states have accelerated the resumption of economic activity despite guidance from federal health officials to maintain social distancing strategies in their regions.

As containment strategies have been relaxed, there have been sporadic areas with additional COVID-19 cases, but no significant resurgence. Public health officials are containing new cases through an effective program of contact tracing and wide-spread testing. With this intensive program in place, state and local governments encourage a gradual return to normalcy, allowing nonessential businesses that were shut down to reopen.

As public and private enterprises resume, communities encounter slow-downs in working toward a "new normal" while they navigate the interdependencies between sectors. Additionally, large segments of the population are resistant to resumption of daily life due to concerns about a potential second wave of illness. Schools are working to bridge the gap between distance learning programs and resumption of regular operations to facilitate the return of parents to the workforce. Public transportation services are slowly returning to their normal schedules, and airlines are expanding available flight times.

State and local governments are dealing with the consequences of protective actions put into place during the crisis. The economic damage caused by the disruption of commerce has left numerous storefronts empty and created long waits to file for unemployment benefits, straining local government resources. Though efforts were made to maintain links between businesses and their workforce, unemployment is still high, and the number of local bankruptcies has increased exponentially. Some businesses have resumed daily operations but delays in the resumption of local government functions to usual capacity, such as permit and zoning services, add another layer of complexity in that process.

Anticipated budget shortfalls are causing state and local governments to cut certain nonessential services, leading to significant debates in communities about what is considered essential versus nonessential. Federal leadership

[2] Planner Note: The date range provided is approximate. Select the timeframe that makes the most sense for your organization and the specific scenario that you intend to address.

has been debating the specifics of an additional stimulus package targeted at supporting state and local governments; however, the package is not expected to be finalized for several more weeks.

Discussion Questions

1. What is the priority focus of recovery operations for your organization at this stage?
2. For your organization, what is the key turning point in stabilizing your operations and transitioning to the next stage of recovery?
   a. Is that returning to normal operations?
   b. If so, what would "normal" operations look like after the pandemic?
   c. How long can your organization operate successfully at reduced demand levels or production capacity?
3. If you have enacted your business continuity plans, when can you begin to shift your posture and transition toward normal operations?
   a. Who makes that decision?
4. Who would be responsible for identifying and coordinating recovery for business districts?
   a. How is your organization coordinating with public officials responsible for establishing priorities?
   b. What businesses / industries should the local authorities consider engaging in business continuity discussions?
5. How are you managing the ongoing impacts to your business operations?
   a. What steps will your business be taking to gradually restore operations?
6. How are you managing the ongoing impacts to your workforce?
   a. If there are ongoing delays in restoring your skilled workforce to pre-pandemic levels, what is the impact to your business?
   b. Have you identified minimum staffing to maintain or reestablish your organization's core business functions?
   c. Have you identified any changes in your workforce needs and capabilities moving forward?
   d. How long will it take to hire and train new personnel to meet your evolving needs?
   e. How are you filling skilled positions, especially if no one in your organization is available to train them?

f. Would there be requirements for returning staff?

g. What challenges would you face in implementing these requirements (e.g., testing shortages, policies to provide workers paid sick leave)?

7. How are you managing the challenges of ongoing impacts to your supply chain?
   a. How are you coordinating with suppliers to improve your access to the supply chain?
   b. How will ongoing supply chain capacity shortfalls impact your ability to operate?
   c. Would stabilization depend upon your upstream suppliers impacting your production capacity, your downstream vendors impacting demand levels, or a combination of both?
8. What coordination efforts will take place with local government officials to mitigate the risk of a potential second wave of transmissions?
9. What efforts (e.g. monitoring temperatures, reconfiguring workstations, providing PPE if required) will your organization take to mitigate the risk of a potential second wave of transmissions within its facility / facilities?
10. Does your organization have the flexibility to adapt plans if the situation worsens or a second or third wave hits?
11. What actions are local and state governments taking to support recovery?
12. What roles are state and local EOCs playing in ongoing recovery coordination?
13. What government services (e.g., public transportation) will your organization rely on to facilitate stabilization and ongoing recovery efforts?
14. Will your restoration activities be dependent upon receipt of state and / or federal funding?
    a. What restoration activities is your organization able to initiate prior to receipt of state and / or federal funds?
    b. Is your transition to long-term recovery dependent on receipt of those funds?
15. How do you identify and prioritize unmet needs?
16. What information is being communicated to the public at this time?
    a. How is that messaging coordinated and distributed?
    b. Would your organization use social media to assist in these communications?

c. Are you actively engaging through social media at this stage or just monitoring?

17. As you restore operations, what plans or procedures are in place to work with access and functional needs populations?

a. Who is responsible for that coordination?

b. What other resources could be used and how would that occur?

18. Are / were response and recovery plans / actions being documented accordingly?

19. How is your organization working at this stage to address vulnerability reduction?

20. What steps are you taking as you transition from intermediate recovery to long-term recovery?

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Optional Module: Second Wave

Date: [Insert (Notification + X Days)]

With the reported numbers of new COVID-19 cases steadily declining throughout the country, federal health officials cite collective response efforts, such as social distancing and physical protective measures, as policies that helped flatten the curve. State and local governments, eager to reestablish economic productivity and quell the social anxiety that has developed during the pandemic, begin to encourage citizens to return to work.

Government guidance on social distancing and protective equipment is no longer enforced, though some states have recommended continued practice for at-risk members of the community. Citizens have restarted using public transportation with many electing to rely on busses and passenger rails to commute to work. Travel restrictions across international borders have loosened, allowing airlines to begin resuming their normal operating schedules.

Unemployment has gradually declined as a result of people returning to work. Local parks, hiking trails, and state beaches are attracting visitors, benefiting the U.S. tourism industry.

As recovery operations continue to develop, a new report from an international health organization warns that, as global social distancing measures have eased, there has been a significant increase in new COVID-19 cases and fatalities being reported by hospitals across the globe. Medical experts across the United States begin to report seeing new cases surface in various parts of the country. Shortly thereafter, the federal government confirms a statistically significant rise in new cases and fatalities.

Hospitals across the country start to report on the influx of patients with positive test results confirming a resurgence of the COVID-19 virus. With the spike in the number of new cases, officials fear that a second wave of the pandemic is imminent. State and local healthcare systems remain inundated with initial outbreak operations, and healthcare systems are dealing with limited staff due to several healthcare professionals contracting the virus. Medical researchers have yet to identify a safe and effective vaccine or effective therapeutics. The time-line within which they can be identified, approved, manufactured, and distributed widely is unknown.

Discussion Questions

1. How does your response to the second wave change from your response to the first?

   a. What lessons learned from the response to the original outbreak can you incorporate into your response to the second wave (taking employees' temperatures at start of shift, etc.)?
   b. What is your organization's continuity plan if key leaders of your organization become incapacitated during the second wave?
   c. What additional training, if any, has been implemented for personnel to be better informed / prepared for a second wave?
2. How does managing a response effort and recovery effort simultaneously affect your workforce, resources, facilities, etc.?
3. What kind of protective measures are you putting in place to ensure your facilities and employees are safe?
   a. What level of security would be established for the facility?
   b. Who is responsible for making these decisions?
4. What efforts (e.g. monitoring temperatures, reconfiguring workstations, providing PPE if required) will your organization take to mitigate the impacts of the second wave of transmissions within its facility / facilities?
5. Does your organization have the flexibility to adapt plans if the situation worsens or a third wave hits?
6. What potential resource and capacity shortfalls were identified during the response to the first wave?
   a. Has your organization updated your response plans to mitigate similar shortfalls when responding to the second wave?
7. Does your organization's PIO have the appropriate point of contacts (POCs) to conduct coordinated messaging to the public, internal, and external partners to assist response and recovery operations?
   a. If your organization does not have a PIO, who is responsible for coordinating messaging to employees and external stakeholders?
8. What communication challenges were experienced during the initial wave?
   a. How were they overcome?
   b. What practices / systems have been established to mitigate / prevent additional communication challenges in the event of a second wave?
9. What plans are in place to address the additional emotional stressors on your organizations personnel if forced to experience a second wave?
   a. Does your organization conduct accountability checks on the health status of employees?

b. What plans are in place to ensure appropriate personnel are notified if an employee tests positive?

c. Is there a plan to augment your organization's workforce in the event that your personnel are impacted by the second wave?

10. What supply chain challenges were experienced in the initial outbreak?

a. How were they overcome?

b. What steps have been taken to prevent / mitigate other supply chain challenges in the event of a second wave?

11. What, if any, mutual aid agreements were activated during the initial outbreak?

a. What additional mutual aid agreements would be activated and provide additional critical support in the event of a second wave?

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Module Three: Long-Term Recovery

Date: [Insert Date within Range (Notification + 12-18 Months)[3]]

It has been several months since the last reported case of COVID-19, and daily life has stabilized. The identification of effective therapeutics, and development and distribution of a vaccine, has enabled governments to transition away from social distancing policies and dissolve all restrictions on commercial activity, including mass gathering policies.

The framework of a new normal is discernable with certain sectors of industry facing significant permanent changes, but most resuming close to normal operations. Some businesses have yet to recover from the economic blow, but many small and large businesses are increasing production due to renewed demand.

Much progress has been made, but challenges remain for businesses and industries reintegrating their workforce and reestablishing their supply chain. The full extent of the economic impact is not yet known, and it is still unconfirmed to what extent the federal government's financial assistance has been effective in staving off economic recession or depression conditions.

Behavioral norms have changed with remote work being socialized across a broader field of public and private sector organizations. The full impacts on many fields, including childcare, schools, retail operations, and transportation have not been fully realized. These and other sectors may be facing profound structural shifts as consumer preferences retain some adjustments to daily life long-term, including a more robust home life, and reflect residual resistance to public gatherings. The full implications of the COVID-19 pandemic are yet to be known, and the impacts could continue for years as society adapts to the new normal.

Discussion Questions

1. What are your organization's priorities for long-term recovery?
2. How have recovery priorities shifted over time?
3. What are the potential long-term impacts on your organization and industry from the pandemic's disruption of the economy?
4. What are the long-term recovery implications of resulting shifts in workforce availability, capability, and needs?

[3] Planner Note: The date range provided is approximate. Select the timeframe that makes the most sense for your organization and the specific scenario that you intend to address.

5. What are the long-term recovery implications of resulting shifts in your supply chain's capabilities and dynamics (e.g., diversification or elimination of sources)?
6. How would you adjust if a country you rely on for a large portion of your supply was significantly impacted?
7. How are private sector stakeholders and citizens integrated into government planning and decision-making for long-term recovery?
8. How has coordination between local, state, and federal representatives changed as recovery moves on from short-term and intermediate recovery?
9. What state and federal constraints, particularly regarding recovery funds, impact the community's ability to implement long-term recovery plans?
10. What efforts are being made to foster continued financial recovery and growth?
    a. What financial incentives could be offered to encourage new commercial activity and restore lost businesses?
    b. What long-term efforts could be made to address widespread unemployment in your community?
11. What is the impact to your organization of potential long-term reduction in government services due to ongoing state and local budget shortfalls, resulting from emergency spending and revenue stream disruption?
    a. Which government services, if reduced long-term, would significantly impact your ability to sustain your recovery efforts?
12. What elements of your organization's long-term recovery plan require the greatest amount of outside assistance?
13. What recovery activities will continue after your community transitions from long-term recovery to the "new normal"?
14. How is your organization working at this stage to address vulnerability reduction?
15. What information requirements does your organization need from federal, state, or local government to assist with your long-term recovery priorities?

APPENDIX A: EXERCISE PARTICIPANTS

Participating Organizations
Private Sector
[Private sector participants]
Federal
[Federal participants]
State
[State participants]
Local
[Local participants]
Other
[Insert additional participants]

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Appendix B: Relevant Plans

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

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APPENDIX C: ACRONYMS

Acronym	Definition
AAR	After-Action Report
CARES	Coronavirus Aid, Relief, and Economic Security
CDC	Centers for Disease Control
CISA	Cybersecurity and Infrastructure Security Agency
COVID-19	Coronavirus Disease 2019
CTEP	CISA Tabletop Exercise Package
EOC	Emergency Operations Center
EPT	Exercise Planning Team
FEMA	Federal Emergency Management Agency
HHS	Health and Human Services
HSIN	Homeland Security Information Network
JIC	Joint Information Center
NCP	National Continuity Programs
NGO	Non-Governmental Organization
PIO	Public Information Officer
POC	Point of Contact
PPE	Personal Protective Equipment
SitMan	Situation Manual
SBA	Small Business Administration
SME	Subject Matter Expert
TTX	Tabletop Exercise

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APPENDIX D: COVID-19 RESOURCES

Reconstitution Planning Considerations
Continuity Guidance Circular: www.fema.gov/continuity-guidance-circular-cgc
Federal Continuity Directive 1: https://www.fema.gov/media-library/assets/documents/86284
Federal Continuity Directive 2: https://www.fema.gov/media-library/assets/documents/132803
Federal Emergency Management Agency's (FEMA) National Continuity Programs (NCP): www.fema.gov/national-continuity-programs
NCP's Continuity Resource Toolkit for continuity and reconstitution tools, templates, and resources: www.fema.gov/continuity-resource-toolkit
Cleaning Considerations
Centers for Disease Control (CDC) Considerations: https://www.cdc.gov/coronavirus/2019-ncov/community/clean-disinfect/index.html
Occupational Safety and Health Administration: www.osha.gov/coronavirus
State, Local, Territorial, and Tribal Government Considerations
Department of Education COVID-19 guidance and resources: www.ed.gov/coronavirus
Department of Transportation COVID-19 guidance and resources: www.transportation.gov/coronavirus
FEMA's "Disaster Financial Management Guide" for state and local jurisdictions: www.fema.gov/media-library/assets/documents/187126
Private Sector Considerations
U.S. Chamber of Commerce list of available resources and emergency loan guidance: www.uschamber.com
The Small Business Administration (SBA) offers disaster assistance in the form of low-interest loans to businesses, renters, and homeowners: www.sba.gov/disaster-assistance/coronavirus-covid-19
The SBA offers information on business insurance: https://www.sba.gov/business-guide/launch-your-business/get-business-insurance
COVID-19
Coronavirus Aid, Relief, and Economic Security (CARES) Act, PL 116-136

https://www.congress.gov/116/bills/hr748/BILLS-116hr748enr.pdf
Coronavirus Preparedness and Response Supplemental Appropriations Act, PL 116-123 https://www.congress.gov/116/plaws/publ123/PLAW-116publ123.pdf
Families First Coronavirus Response Act, PL 116-127 https://www.congress.gov/116/plaws/publ127/PLAW-116publ127.pdf
Additional Resources
CDC Coronavirus Guidance Documents: www.cdc.gov/coronavirus/2019-ncov
CDC Guidance for Mass Transit Administrators: https://www.cdc.gov/coronavirus/2019-ncov/downloads/php/CDC-Activities-Initiatives-for-COVID-19-Response.pdf#page=57"
Cybersecurity and Infrastructure Security Agency: https://www.cisa.gov/coronavirus
CISA's Guidance on Essential Critical Infrastructure Workers: https://www.cisa.gov/publication/guidance-essential-critical-infrastructure-workforce
Department of Health and Human Services (HHS) Coronavirus Updates: www.hhs.gov/about/news/coronavirus
Department of Labor "Guidelines for Preparing Workplace for Coronavirus": www.dol.gov/coronavirus
FEMA COVID-19 Response: www.fema.gov/coronavirus
FEMA Exercise Starter Kit on Reconstituting Operations: https://www.fema.gov/media-library/assets/documents/188077
General Services Administration: https://www.gsa.gov/governmentwide-initiatives/emergency-response/covid19-coronavirus
HHS Pandemic Response Tabletop Exercise: https://files.asprtracie.hhs.gov/documents/aspr-pandemic-contagion-private-sector-ttx-materials.pdf
National Institutes of Health: www.nih.gov
Office of Personnel Management: www.opm.gov/policy-data-oversight/covid-19/
Office of the Assistant Secretary for Preparedness and Response: https://www.phe.gov/about/aspr/Pages/default.aspx
White House/CDC/FEMA COVID-19: www.coronavirus.gov

White House "*Opening Up America Again*" Guidelines:
www.whitehouse.gov/openingamerica/

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